FSC-18-B	2/5/98
SUBJECT: Work Request Communication Standards	

DISTRIBUTION:

X	AVP	X	KAM	X	DM
X	RSM	X	AM	X	RM
X	RBM	X	AE		Sales Rep
X	ROM				Retail Rep

(Please distribute to all Sales and Retail Representatives.)

Objective: Establish work request communication standards.

Purpose: Provide a standardized format to structure the content of work requests. Standardization of information supplied to Retail Representatives will allow better understanding and implementation of work requests.

Background:

During 1997, all KAM's and AM's were trained in the use of the work request function. Over 400,000 work requests have been placed in the system by KAM's/AM's. Due to the large number of regions/people utilizing the function, various interpretations of the work request exist. Varying levels of information, detail and specifics are involved which creates confusion in terms of implementation.

To successfully utilize the work request form, you must:

- Determine specifically what you need done in the account/chain.
- Ask yourself "What do I want done in the account?"

Once you can specifically answer this question, structure the work request in the following format:

- **Who?**
- **What?**
- **Where?**
- **When?**

Keep in mind . . .

- The work request is **activity driven**.
- The work request is not **a means to provide non-activity communication**.

Communicate non-activity information via hard copy. Examples of these types of communications are:

- Non-compliance procedures
- List of chain contracts
- Plan-o-grams

How do you structure a work request?

The work request must provide the implementers (Retail Rep/Sales Rep/Territory Rep/Promotion Specialist) the following:

Who is the RJR Rep to call on (i.e. store, chain)?

- Identification of accounts via Account Management (i.e., F12 function, account clusters) identifies the specific accounts.

What specifically do you want them to do while they make the call?

- Identify and specify the activity (coupon, VPR, display type or generic type - VAP, buydown) during the input process of the work request.

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Where should the display, PDI, etc. be placed?

- Include placement details in the special instructions section in the add work request folder.

When should the activity be completed?

- Earliest and latest date input sections of the add work request folder identifies the 'when' of the work request.

How much detail do you include in the work request?

Keep in mind the objective is to communicate specifically what you would like done in the account by the Rep. Do not assume that the implementer knows what you require.

As previously stated, ask yourself - what do I want to have done in this account or chain? It is important that you identify just the details required to complete the activity, and not nice to know information.

Example:

A DORAL buydown has been sold in Chain X. The Promotion will run from March 1 – 31, with a value of $2 on cartons and $.20 on packs. Chain X will handle the product markdown; no VPR or coupons will be placed. Product is to be placed in a self-service temporary package counter display supported with point of sale materials and an outdoor banner.

What are the specific program details that you want to communicate?

Who: Chain X

What: Specify " Buydown" from the activity list of work request function. Provide detail in the "special instruction" section (i.e., DORAL $2/$.20, Chain X to handle markdown.)

Where: Place detail in the special instruction section regarding placement of temporary self-service package display for DORAL product and point of sale materials (Pasters and outdoor banner). Identify the quantity of POS materials sold and location specifics if possible (i.e., place temporary DORAL display in self-service position, 2 DORAL pasters on or near front door - place banner in visible outdoor location).

When: March 1 – 31

The clearer the instructions provided, the easier it is for the implementers to complete your work request. It is very important that the program is effectively communicated within the chain to eliminate/reduce in-store confusion. While you are requested to provide the detailed information required, it is vital that you balance this with just the information required. Do not overburden the work request with information that is not necessary. If the work requests become too wordy, it will hinder the implementation process.

As outlined in FSC 75-B dated 4/16/97 and addendum dated 9/3/97, enhancements are scheduled for roll-out after the Field Sales transition to new computers - approximately April 1998.

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